

HEALTH & WELLBEING BOARD

Subject Heading:

Havering Place based Partnership Interim Health and Care Strategy

Board Lead:

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Report Author and contact details:

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The subject matter of this report deals with the following themes of the Health and Wellbeing Strategy

☒	The wider determinants of health
	<ul style="list-style-type: none"> • Increase employment of people with health problems or disabilities • Develop the Council and NHS Trusts as anchor institutions that consciously seek to maximise the health and wellbeing benefit to residents of everything they do. • Prevent homelessness and minimise the harm caused to those affected, particularly rough sleepers and consequent impacts on the health and social care system.
☒	Lifestyles and behaviours
	<ul style="list-style-type: none"> • The prevention of obesity • Further reduce the prevalence of smoking across the borough and particularly in disadvantaged communities and by vulnerable groups • Strengthen early years providers, schools and colleges as health improving settings
☒	The communities and places we live in
	<ul style="list-style-type: none"> • Realising the benefits of regeneration for the health of local residents and the health and social care services available to them • Targeted multidisciplinary working with people who, because of their life experiences, currently make frequent contact with a range of statutory services that are unable to fully resolve their underlying problem.
☒	Local health and social care services
	<ul style="list-style-type: none"> • Development of integrated health, housing and social care services at locality level.
☒	BHR Integrated Care Partnership Board Transformation Board
	<ul style="list-style-type: none"> • Older people and frailty and end of life Cancer • Long term conditions Primary Care • Children and young people Accident and Emergency Delivery Board • Mental health Transforming Care Programme Board • Planned Care

SUMMARY

The Havering Place based Partnership brings together the NHS, local government and providers of health and social care services, including the voluntary, community and social enterprise (VCSE) sector, Care sector, residents and communities. The primary purpose of the Partnership is to review and respond to the needs of local people, and improve the delivery of care and support to them to meet these needs in a way that is meaningful to them. Collaboration, a focus on prevention, and ongoing engagement with local people are the key elements of the partnership.

The interim strategy attached to this report articulates the key priorities for the Havering Place based Partnership in 2023/24.

RECOMMENDATIONS

Health and Wellbeing Board members are asked to **note, review and endorse** the Havering Place based Partnership Interim Health and Care Strategy, particularly the initial priorities for the Integrated Team at Place.

Members are asked to receive further updates on progress once the Integrated Team is in place, including monitoring of impact, and development of the five year strategy, aligned to the refreshed Joint Strategic Needs Assessment.

REPORT DETAIL

The Havering Place based Partnership, formally established in July 2022 following the creation of the NHS North East London Integrated Care Board, brings together the NHS, local government and providers of health and social care services, including the voluntary, community and social enterprise (VCSE) sector, Care sector, residents and communities. The primary purpose of the Partnership is to review and respond to the needs of local people, and improve the delivery of care and support to them to meet these needs in a way that is meaningful to them. Collaboration, a focus on prevention, and ongoing engagement with local people are the key elements of the partnership.

The Partnership has a formal Sub Committee with delegated authority from the NHS North East London Integrated Care Board for certain key decisions on local budgets and local to Havering decisions on health and care. This formal sub committee and wider partnership will primarily focus on the key factors that influence health and care of local people, including key wider determinants of health such as lifestyle factors and housing. The Partnership and Sub Committee will work alongside the Havering Health and Wellbeing Board, both being driven by the key needs of local people as set out in the JSNA which is currently undertaking a refresh.

The Health and Wellbeing Board will have a slightly wider scope than the partnership Board, focusing, alongside the JSNA and Health and Wellbeing Strategy, on the wider elements of the council. A proposal is in development which

sets out this relationship in more detail and will be presented to the Board by Mark Ansell, Director of Public Health for Havering.

Havering partners are working to develop a strong and ongoing relationship with local people and staff, so that they can shape our priorities and plans, ensuring that we are able to improve services in a way that will truly improve lives across the borough. We are strongly focussed on integrating services across health, care and the Community and Voluntary Sector, and supporting local people with the wider things that impact health and wellbeing, such as housing, social isolation and employment.

The partnership is in the early stages of development, but already has strong buy in from partners, and is committed to better meet the needs of local people, and in particular to reduce health inequalities.

We are developing local 'neighbourhood' teams of health and care staff, who will much more closely work with the community and voluntary sector and primary care networks – GP practices working together in their areas – to improve the way that care is delivered to local people. Through this approach local people will receive more seamless care, tailored to their needs.

The interim strategy attached to this report articulates the key priorities for the Havering Place based Partnership in 2023/24. NHS North East London is in the process of a restructure, which includes the establishment of a new team at place for Havering, structured around the life course approach set out within this strategy. Once the new team is in place, partners intend to integrate commissioning of health and care in Havering as much as possible to ensure that services are seamless, are commissioned around the needs of local people including the wider determinants of health, and deliver value for money. This will be overseen in terms of impact by the Havering Health and Wellbeing Board who will ensure that the Local Health and Wellbeing strategy and the needs set out within the Havering Joint Strategic Needs Assessment are embedded in the Partnership work as part of a Population Health Management approach. The Havering Place based Partnership will drive forward the changes needed and oversee their roll out.

Partners across Havering have held a series of workshops focused around babies children and young people, and frail older people and urgent care, which have fed into the development of this strategy. A number of other key strategies are in development including a healthy weight strategy for the borough, and strategy for those who provide informal and unpaid care amongst others, which have also fed into the development of this interim strategy for the partnership.

Culture will be a key enabler for the delivery of both the interim, and five year strategy. This is both culture within our communities, and building community resilience, and building a positive working environment within Havering where all staff feel engaged, and empowered to effect positive change and improvement.

This strategy also aligns with and compliments the NHS North East London priorities as set out in their Interim Strategy, as well as the cross cutting themes including: Tackling Health Inequalities; a greater focus on Prevention; Holistic and Personalised Care; Co-production with local people; Creating a High Trust Environment that supports integration and collaboration; and Operating as a Learning System driven by research and innovation. The four main priorities for



improving outcomes and tackling health inequalities, which align to the priorities set out within this interim Havering strategy include: Babies, Children & Young People; Long Term Conditions; Mental Health; Local employment and workforce.

Included in the attached interim strategy is:

- The Havering Place based Partnership vision, and life course approach
- The initial priorities of the Place based Partnership and joint Integrated Team for 2023/24, and their initial aspirations once the team is in post
- A draft terms of reference for the proposed group to be established to oversee delivery of this strategy, which will report progress to the Place based Partnership and Havering Health and Wellbeing Board
- A draft project plan for the proposed development of the full Havering Place based Partnership strategy from April 2024 – March 2031. This will be developed once the full integrated team is in place, and Board members will be kept updated on progress.

Timeline for review and endorsement/ sign off:

- Executive Leadership workshop to feed into the development of the strategy
Monday 18th September 2023
- Havering Place based Partnership Leadership meeting
Monday 16th October 2023
- Draft strategy to the Health and Wellbeing Board for endorsement
Wednesday 25th October 2023
- Havering Senior Leadership Team meeting
Wednesday 1st November
- Havering Place based Partnership Board
Wednesday 8th November 2023
- Havering Cabinet meeting
TBC – November 2023

Next steps:

- Review any feedback or amendments that need to be made to the final interim strategy.
- Progress endorsement of the Interim strategy as per the timeline set out above
- Once the Leads are in post within the Integrated Team at Place in Havering, they will;
 - work to implement the priorities set out within this interim strategy
 - work with the Havering Heads of Strategy and PMO to develop the priorities for the five year Havering strategy, as set out within the timeline within the strategy at
Attachment 1
- Data leads to work to develop an integrated dashboard to monitor the aspirations set out within this strategy

IMPLICATIONS AND RISKS

The current financial constraints on both NHS North East London and the London Borough of Havering mean that partners find themselves in a situation where we are being asked to do more than ever, for less. Substantial running cost reductions are required both within the London Borough of Havering and NHS North East London – and without doing things differently and in a more joined up way, there is a risk that the Havering Partnership will not be able to deliver improved outcomes for local people, or improved value for money. It is absolutely imperative that partners collectively work together to prioritise our resources to our areas of greatest need, that we work together to deliver value for money in our contracts and processes, and that we collectively work together to improve outcomes for local people with the limited resources that we have.

BACKGROUND PAPERS

Appendix 1:

Havering Place based Partnership interim Strategy, April 2023 – March 2024

This paper compliments the paper being developed by Mark Ansell, Director of Public Health, London Borough of Havering, on the relationship between the Health and Wellbeing Board, and Havering Place based Partnership Board and Sub Committee